

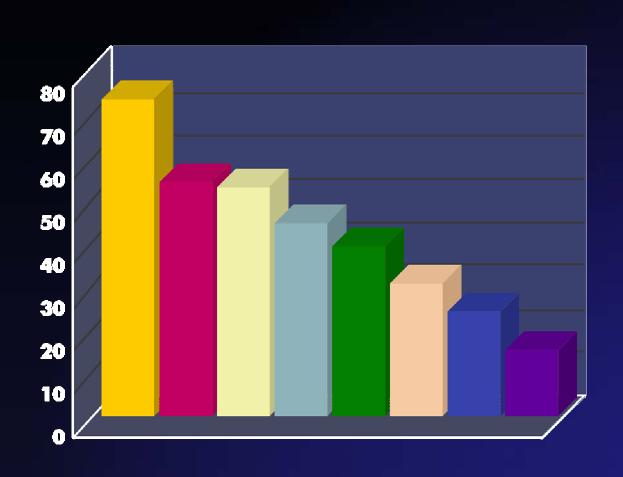
A RARE OPPORTUNITY

Gen G. S. Martin 20 Oct 03

PERSONAL PERSPECTIVE

- Survive, Know the Rules, Plan Ahead and Win
- Trust, Dignity and Hope
- To Serve and To Learn
- Training, Guidance and Resources

SOCIETY'S CONFIDENCE IN YOU!



- Military
- Police
- President
- **Supreme Court**
- Church
- TV News
- Congress
- Big Business

Source: Gallup Poll - June 2002

THE AMERICAN PUBLIC TRUSTS YOU!

THE RARE OPPORTUNITY

- SAF/AQ & AFMC -- CONOPS
- SECAF & CSAF -- PEO Restructure



THE SECRETARY OF THE AIR FORCE CHIEF OF STAFF, UNITED STATES AIR FORCE WASHINGTON DC



JUL 2 3 2003

MEMORANDUM FOR RECORD

SUBJECT: Organization for Acquisition

To improve the lines of communication/authority and respond to the Defense Management Review requirements, acquisition roles and responsibilities are delineated as follows:

SERVICE ACQUISITION EXECUTIVE:

The non-space Service Acquisition Executive (SAE) will continue to be the Assistant Secretary of the Air Force for Acquisition (SAF/AQ). The SAE will be the single civilian official with full-time resoonsibility for all non-space Service acquisition functions.

The SAE will be responsible to the Secretary of the Air Force and the CSAF for oversight and direction of Headquarters USAF and field command acquisition activities.

For purposes of defining SAE responsibilities, acquisition of systems is the process from Milestone A to delivery of new systems, or significant modifications to existing systems, to the using operational command.

PROGRAM MANAGEMENT:

The authority, responsibility and accountability for program execution for non-space acquisition programs resides with the SAE. Management responsibility flows directly, without intervention, from the SAE to the Program Executive Officers (PEOs) to Program Managers (PMs). All Designated Acquisition Commander (DAC) responsibilities will be realigned under the PEOs. The PEOs are responsible for the execution of a program throughout the entire lifecycle. The SAE will be consulted prior to and will have approval authority for PEO personnel assignments. Some PEOs may be dual-hatted as the PEO and the product center commander, however program reporting requirements will be strictly within the SAE/PEO chain. For those PEOs that are dual-hatted, their primary responsibility will be program execution. To assist the dual-hatted PEOs in carrying out his/her duties, a general officer or Senior Executive Service member will be assigned as the deputy PEO. Additionally, the PEO's staff will include individuals located in Washington D.C. to facilitate coordination with Headquarters Air Force, OSD and Congress.

PROGRAM PLANNING AND SUPPORT:

The Commander of AFMC is responsible for front-end planning prior to Milestone A as the users' requirements are being defined and to provide the required support to the SAE/PEO/PM from Milestone A to delivery and sustainment of fielded systems after delivery. AFMC/CC will recommend, for SAE approval, program assignment to a PEO for the Milestone A decision.

The Commander of AFMC will be responsible directly to the SAE for support to PEOs and PMs. Support will include technical assistance, infrastructure, test capabilities, laboratory support, professional education and development, personnel management and all other aspects of support for SAE/PEO/PM functions. For the product center commanders that are dual-hatted as PEOs, they will be assigned a general officer or Senior Executive Service member as the deputy for support who will manage the day-to-day operations of the center. This individual will provide the support necessary to allow the PEOs and PMs to execute acquisition programs, but will not have any program execution responsibilities. The Commander of AFMC will also provide advice and assistance, as required, to the SAE on other aspects of acquisition.

The Commander of AFMC will continue to report to CSAF on all other matters.

The SAE and AFMC/CC will jointly take the lead to implement this construct, defining the details and ensuring a smooth transition. This realignment clarifies PEO and product center commander responsibilities, removes inherent organizational conflicts, and builds off of AFMC's evolving acquisition enterprise concept fostering greater interaction between programs.

John P. Jumper General, USAF Chief of Staff

James G. Roche Secretary of the Air Force

Attachment: PEO Structure Chart

Science and Technology

Developing World Class Weapon Systems

Fielding World Class Weapon Systems

Sustaining and Modernizing World Class Weapon Systems

Depot Maintenance

SAF/AQ

AFMC

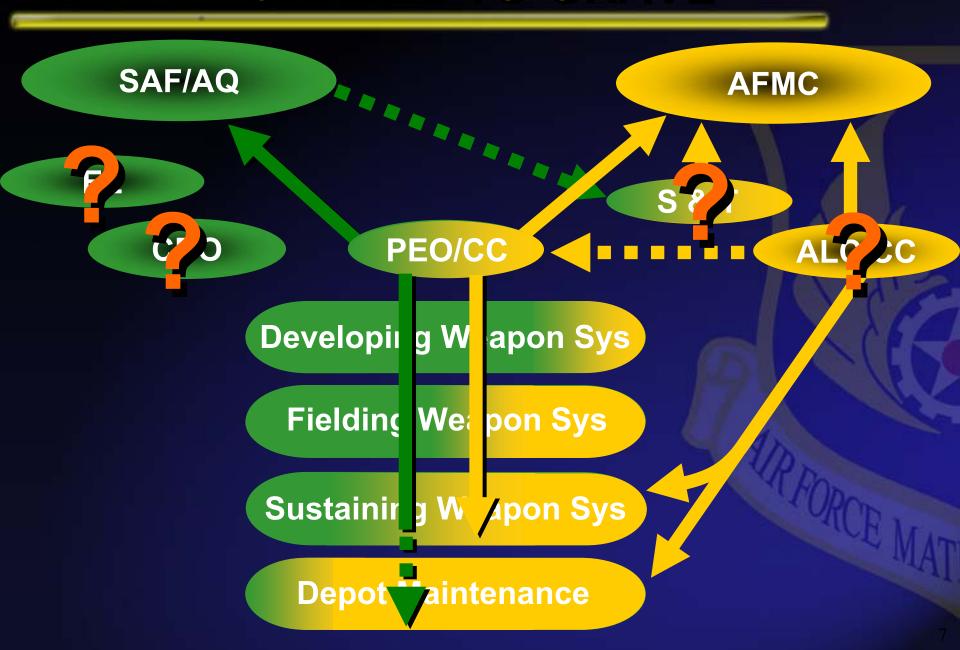
Science & Technology

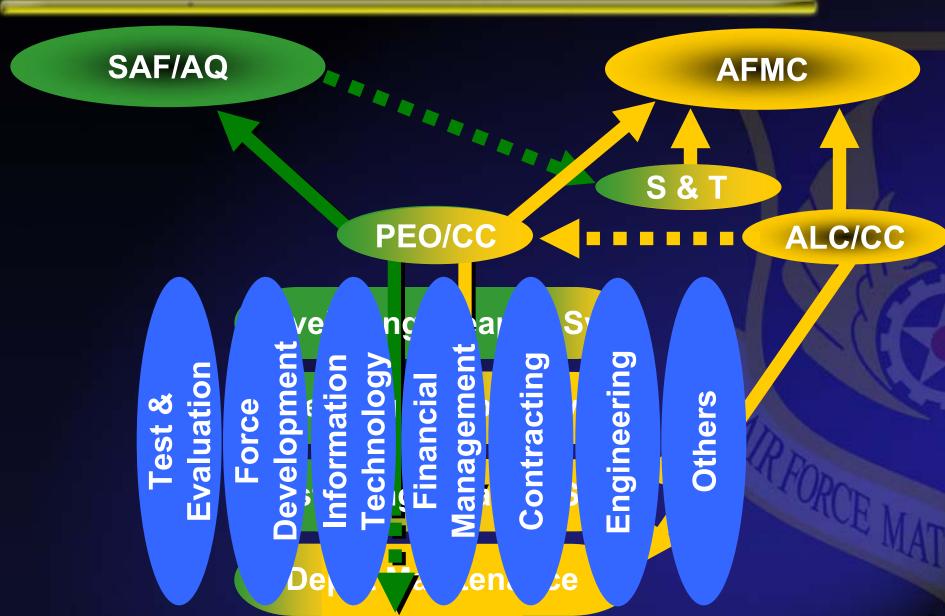
Developing Weapon Sys

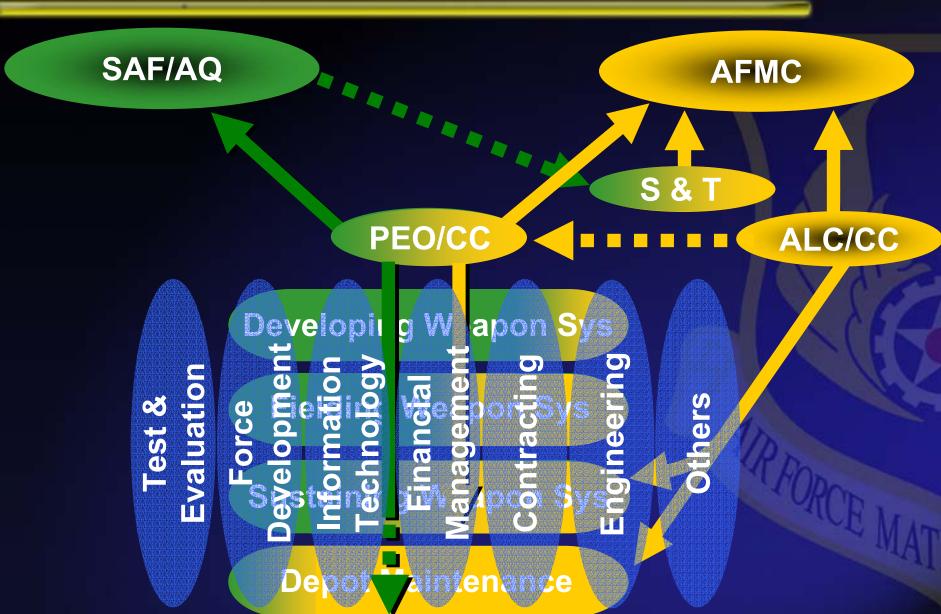
Fielding
Weapon Sys

Sustaining Weapon Sys

Depot Maintenance







MY INITIAL FOCUS AREAS

- Revised PEO Structure
- S&T Integration
- Depot and Supply Management Implications
- HQ AFMC Structure and Alignment
- Attrition-Based Planning













MY INITIAL FOCUS AREAS

- Revised PEO Structure
- S&T Integration
- Depot and Supply Management Implications
- HQ AFMC Structure and Alignment
- Attrition-Based Planning
- Goals and Standards
- Force Development and the AEF
- Base Closure

